EXAMPLE
HOW TO CASCADE OBJECTIVES AND OUTPUTS THROUGH THE ORGANIZATION

One-HHS Management Objective for Deputy Director for Management, NIH:
Implements Phase III of the NIH GPRA Performance goal by 4th Quarter 2004: Revised "One-HHS" Management and Program Objectives are cascaded to rank-and-file NIH employees

Deputy Director for Management, NIH	**Director, OHR**	**Director, Workforce Relations Division**	**Human Resources Specialist**
Sample Program Output in Performance Contract, derived from Management Objective cited above)	*Sample Program Output in Performance Contract*	*Sample Program Output in Performance Contract*	*Sample Acceptable level of Critical Element in Performance Appraisal (Plan)*
Submits NIH GPRA performance goal status report by *4th quarter, 2004*	Presents NIH plan, including methods and milestones, to implement Phase III GPRA requirements by *2nd quarter, 2004*	Meets with designated Human Resources Specialist and discusses broad objectives, goals, and timeframes for submission of Phase III GPRA reporting requirements by *March 2004*	**Critical Element:** Disseminates NIH guidance for designated subject area (performance) **Acceptable standard:** Develops guidance and samples to convey GPRA performance requirements: ▪ Schedules and presents performance issues briefings to Executive Officer, *Feb 2004* ▪ Schedules Executive Officer performance concepts training, *Feb 2004* ▪ Sends Executive Officer emails transmitting performance samples and guidance, *Feb 2004*